



Enterprise Architects Inc.  
© 1998 Steven H. Spewak

## ENTERPRISE ARCHITECTURE: Essential Elements For Success

Keynote Presentation By  
**Steven H. Spewak, PhD**  
Founding Principal  
**Enterprise Architects, Inc.**  
Princeton NJ ● Boca Raton FL ● Millburn NJ

 (609) 921-7111  (609) 921-7142

 **EAI @ EAP.COM**



Slide - 1  
Enterprise Architecture Conference





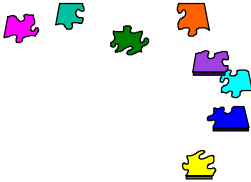
Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

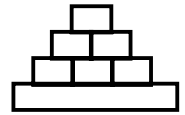
## Biography



Dr. Spewak has more than twenty-five years of corporate management and consulting experience in the field of information systems and technology, and has been an invited speaker at more than 50 international conferences and seminars. Most of his time is assisting clients in a broad range of industries with enterprise modeling, business strategy planning, process improvement, data warehouse and decision support system design, data administration standards, object-oriented and information engineering methodologies, and project management. Dr. Spewak is the author of *Enterprise Architecture Planning: Developing a Blueprint for Data, Applications, and Technology* which has sold more than 16,000 copies since its publication by John Wiley & Sons in 1993, and he is writing second edition of the book that will include examples and experience from recent EAP engagements. He was Consulting Editor for the *Data Resource Management* journal and the *Data Base Management* information series published by Auerbach. His public seminar offered by Digital Consulting (DCI), *Managing Enterprise Architecture Planning*, is in its thirteenth year (their longest running seminar!). Dr. Spewak can be contacted through the [www.EAP.com](http://www.EAP.com) website or directly at [SSpewak@EAP.com](mailto:SSpewak@EAP.com)




Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

**John and I are really from Vega**  
Vegan communication is literal and metaphorical (visual)

Synonyms, Usage Nuances  
Homonyms  
Homographs  
Acronyms  
Dialects  
Idioms & Colloquialisms  
Multiple-type Words  
Multiple Meanings  
Pronoun References  
Business/Industry Jargon  
Inflections/Gestures  
Euphemisms  
Ambiguity  
Equivocation  
“Iliteral Affectionisms”



Slide - 3  
Enterprise Architecture Conference

© 1998 Steven H. Spewak

Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

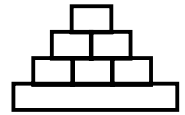
**Information Technology Management (ITM) Today**  
How “healthy” is *your* IT?  
50+ Years of Data Processing and Telecommunications Haven’t Delivered

YES	NO	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Everyone has <b>access</b> to the information they need, <b>whenever</b> and <b>wherever</b> needed, in a <b>useful format</b> ?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Seamless <b>integration</b> ? (Easy as driving a car)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<b>Flexible and adaptable</b> , accommodates business growth -- even <b>unpredicted</b> changes? (Competition, Legislation/Politics, Mergers, Currency, Products, etc.)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	ITM is <b>Value-Added</b> partner? ( <b>Responsive</b> , Excellent <b>Service</b> )
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Information can be readily <b>shared</b> ? All-points <b>connectivity</b> ?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	No downtime? Iron-clad <b>security</b> ? Disaster proof?
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Can handle <b>exceptional conditions</b> ? (Volume, Rush)
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Rapid <b>accurate and consistent data communication</b> ? Paperless? “Form”less? “Batch”less?

Slide - 4  
Enterprise Architecture Conference

© 1998 Steven H. Spewak

Making IT all fit together



**Enterprise Architecture:**  
Essential Elements for Success

**Why?**  
There are three Potential Reasons

---

The answer must be one of the following:

- ☒ Impossible Dream?
- ☒ Doing Things Wrong?
- ☒ Doing the Wrong Things!

Slide - 5  
Enterprise Architecture Conference

Making IT all fit together

**Enterprise Architecture:**  
Essential Elements for Success

**Essential Element #1:**  
**Communication**

---

**COOL HAND LUKE**  
"What we got here...  
is a failure to communicate."

What system do you want?

Sure, I understand! What are your requirements and critical success factors?

How 'bout an object-oriented data warehouse pushing reports to your PDA over the internet?

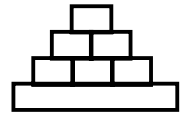
Something so I can do my job better.

To be more productive and cut costs!

Yes, that would make me very happy!

Slide - 6  
Enterprise Architecture Conference

Making IT all fit together



**Enterprise Architecture:**  
Essential Elements for Success

**Essential Element #1: Communication**

**“What we’ve got here is a failya to communicate!”**

What systems do you want?  
Sure, I understand. What are your critical success factors?  
How about an object-oriented data warehouse pushing reports to your PDA over the internet?  
Hurry up, or we'll miss our delivery date  
I'm coding as fast as I can. BTW, has anyone seen the specs and models somewhere?  
Looks sorta like it works! The specs are kinda off anyway!  
What's this stuff mean? Didn't ask for it, and doesn't match other reports! I'll go ask one of my staff! But, what can I use it for?

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 7  
Enterprise Architecture Conference

Making IT all fit together

**Enterprise Architecture:**  
Essential Elements for Success

**Studies Confirm Low Comprehensibility (50% - 10%)**

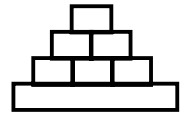
**Remember the kid's game called “telephone”?**

System Development -- we're still playing telephone!

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 8  
Enterprise Architecture Conference

Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

**A Common Language is Necessary**  
Aviation: an example of an effective solution to this problem

Slide - 9  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together

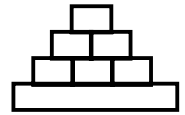
Enterprise Architecture:  
Essential Elements for Success

**Essential Element #2 -- Quality Planning**  
The Typical Approach for IM Planning Decisions ("Anti-Quality")

Slide - 10  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together



**Enterprise Architecture:**  
Essential Elements for Success

**Essential Element #3 -- Creativity and Innovation**

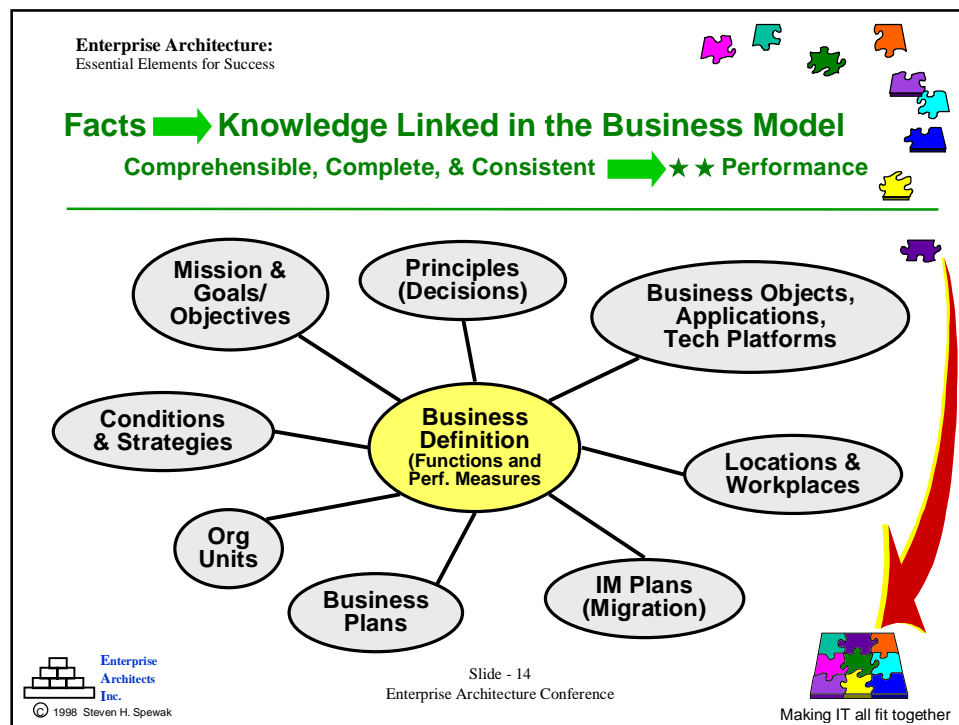
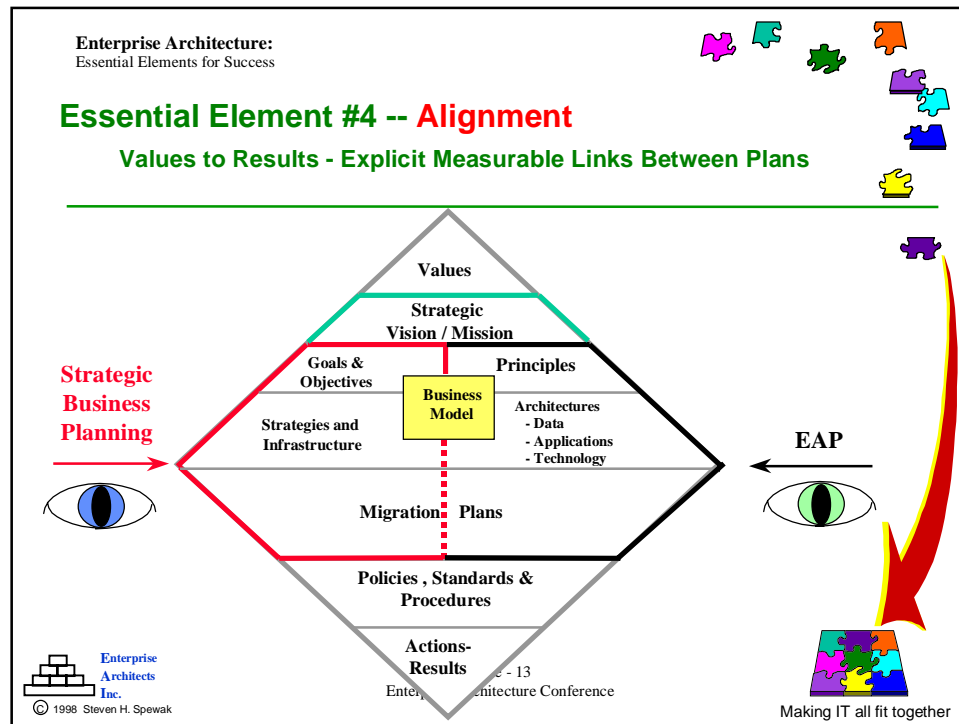
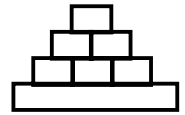
To think out-of-the-box, one must be able to see the box!

Slide - 11  
Enterprise Architecture Conference

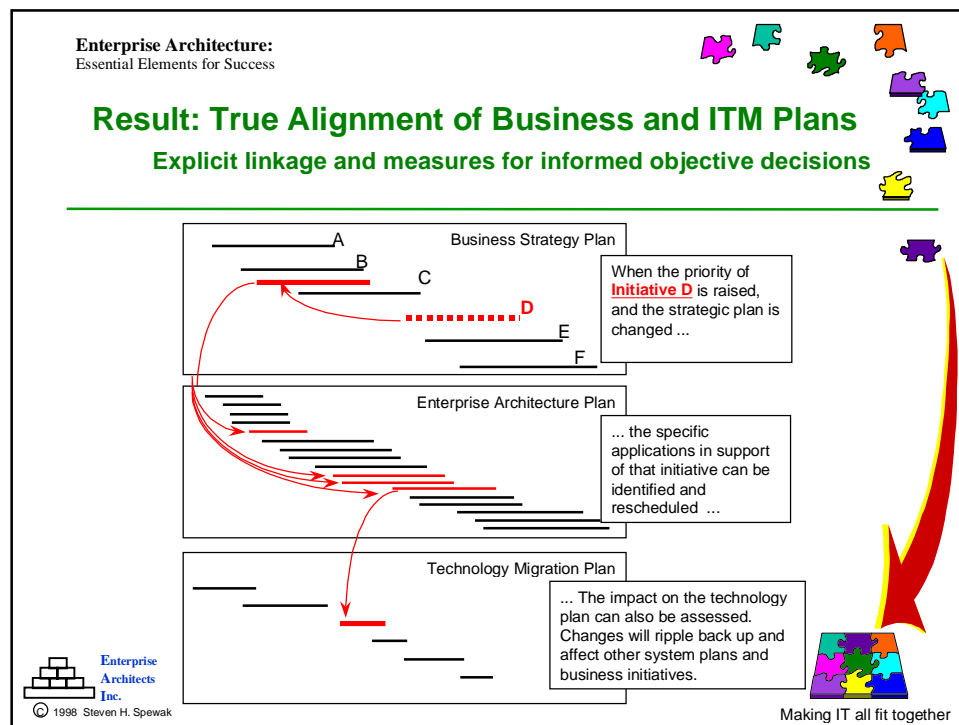
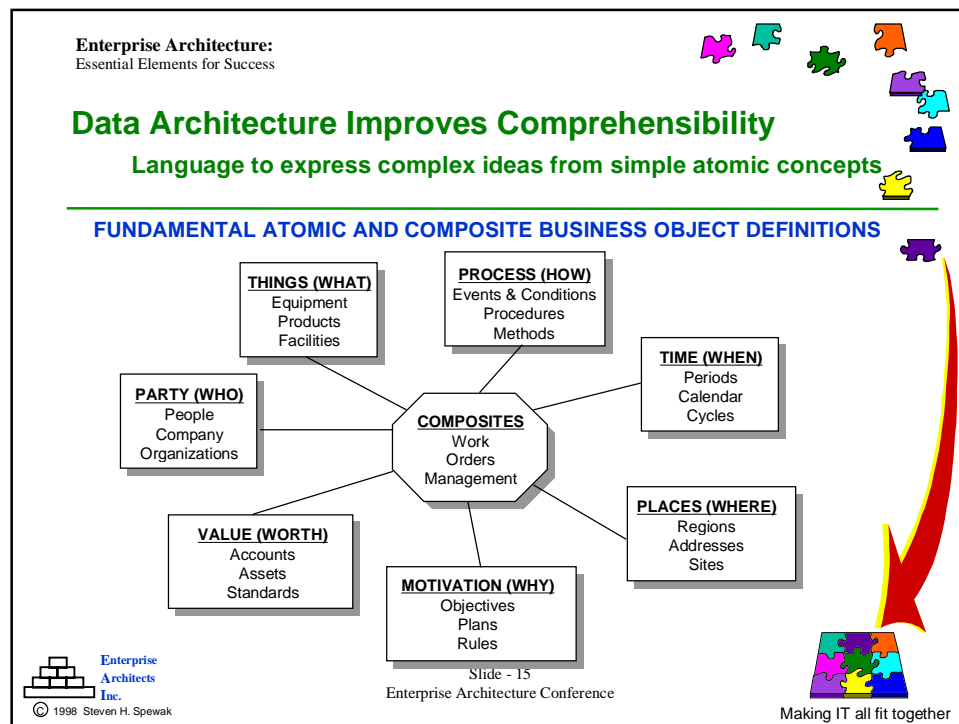
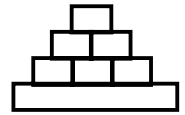
Making IT all fit together

ENTERPRISE ARCHITECTURE - A FRAMEWORK™									
	DATA	FUNCTION	NETWORK	PEOPLE	TIME	MOTIVATION			
SCOPE (CONTEXTUAL)	What List of Things to be Business	How List of Processes Business Performs	Where List of Locations the Business Operates	Who List of Organizations Important to the Business	When List of Events Important to the Business	Why List of Business Goals			SCOPE (CONTEXTUAL)
ENTERPRISE MODEL (CONCEPTUAL)	Planer e.g. Scenario Ex = Business Entity Rel = Business Relationship	Planer e.g. Business Process Model Proc = Business Process IO = Business Resource	Planer e.g. Logistics Network Node = Business Location Link = Business Linkage	Planer e.g. Major Organization Work = Work Product	Planer e.g. Master Schedule Time = Business Event Cycle = Business Cycle	Planer e.g. Business Goal Model Goal = Business Goal Factor = Business Factor			ENTERPRISE MODEL (CONCEPTUAL)
SYSTEM MODEL (LOGICAL)	Diagram e.g. Logical Data Model	Diagram e.g. Logical Process Model	Diagram e.g. Logical Network Model	Diagram e.g. Logical Organization Model	Diagram e.g. Logical Time Model	Diagram e.g. Logical Motivation Model			SYSTEM MODEL (LOGICAL)
TECHNOLOGY MODEL (PHYSICAL)	Diagram e.g. Physical Data Model	Diagram e.g. Physical Process Model	Diagram e.g. Physical Network Model	Diagram e.g. Physical Organization Model	Diagram e.g. Physical Time Model	Diagram e.g. Physical Motivation Model			TECHNOLOGY MODEL (PHYSICAL)
DETAILED REPRESENTATION (SYSTEMS CONTEXT)	Diagram e.g. Data Definition	Diagram e.g. Process Definition	Diagram e.g. Network Definition	Diagram e.g. Organization Definition	Diagram e.g. Time Definition	Diagram e.g. Motivation Definition			DETAILED REPRESENTATION (SYSTEMS CONTEXT)
Sub-structure	Diagram e.g. Data Definition	Diagram e.g. Process Definition	Diagram e.g. Network Definition	Diagram e.g. Organization Definition	Diagram e.g. Time Definition	Diagram e.g. Motivation Definition			Sub-structure
FUNCTIONAL REPRESENTATION	Diagram e.g. Data Definition	Diagram e.g. Process Definition	Diagram e.g. Network Definition	Diagram e.g. Organization Definition	Diagram e.g. Time Definition	Diagram e.g. Motivation Definition			FUNCTIONAL REPRESENTATION

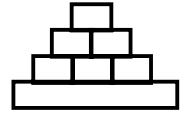
Zachman Institute for Framework Advancement - (810) 231-0531 Copyright - John A. Zachman, Zachman International











Enterprise Architecture:  
Essential Elements for Success

**Essential Element #5 -- Take a Different Road**  
Adopt a *fundamentally different* approach

If we keep building  
what we've been building ...

... we're going to get  
what we've already got!

Slide - 17  
Enterprise Architecture Conference

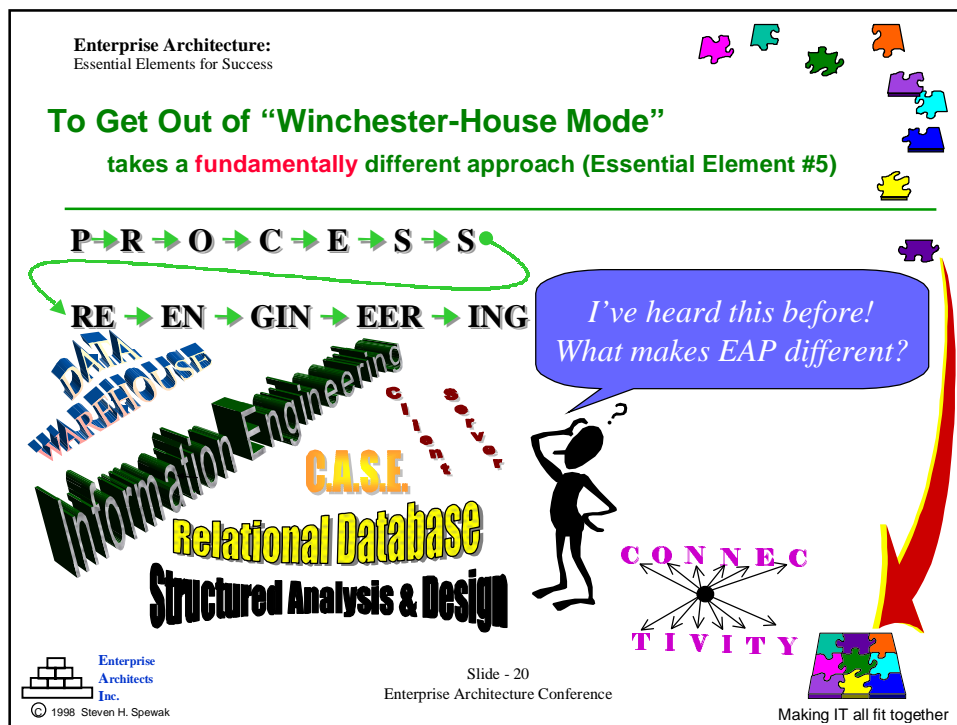
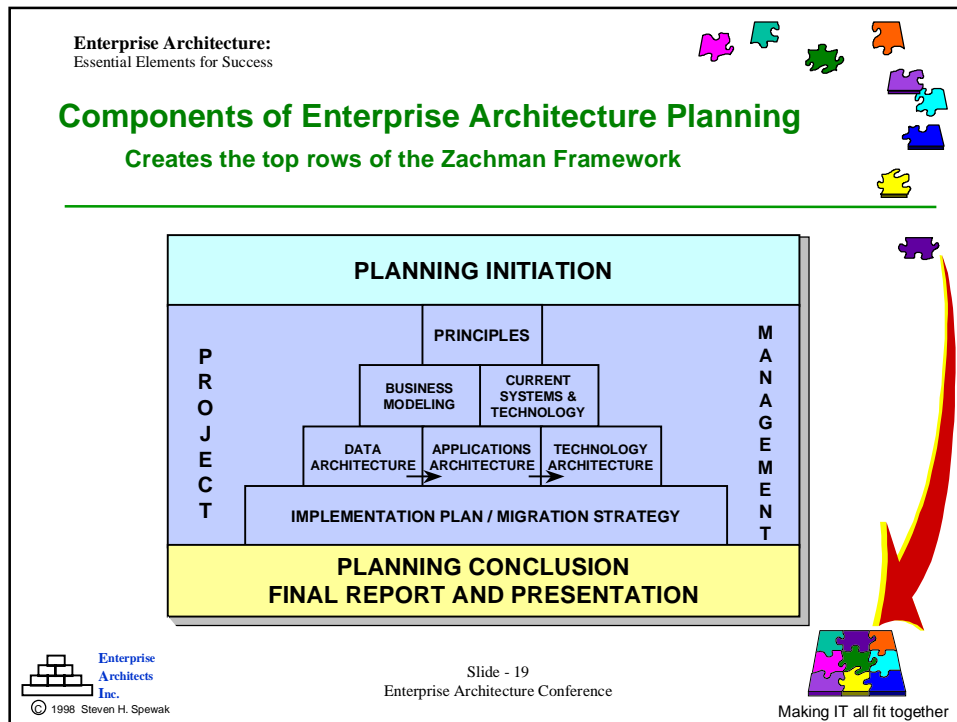
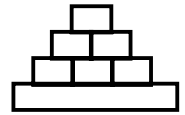
Making IT all fit together

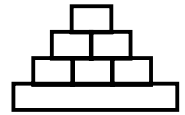
Enterprise Architecture:  
Essential Elements for Success

**The Result of Doing the Wrong Things:**  
(Lack of) Architecture Example: *The Winchester House*

Slide - 18  
Enterprise Architecture Conference

Making IT all fit together





**Enterprise Architecture:**  
Essential Elements for Success

**Fundamental differences of EAP from Conventional**  
Time limit here does not permit delving into detail

	Conventional Systems Planning	Enterprise Architecture Planning
<b>Prime Directive</b>	Satisfy specific "user" (executive) requirements a.s.a.p.	Provide maximum value to the total enterprise over time
<b>Basis for Decisions</b>	System requests, problems, or critical success factors	Complete, consistent, and stable business model knowledge base
<b>Decision Criteria and Procedure</b>	Criteria change frequently; Subjective, based on opinions	Measurable consistent criteria; <u>objective</u> using <u>credible facts</u>
<b>Plan Approval Decision</b>	Opinions formed at the end	Criteria stated at the beginning

Slide - 21  
Enterprise Architecture Conference

© 1998 Steven H. Spewak

Making IT all fit together

**Enterprise Architecture:**  
Essential Elements for Success

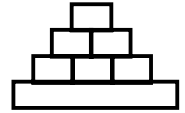
**Fundamental differences of EAP from Conventional**  
Even one conventional aspect may thwart success!

	Conventional Systems Planning	Enterprise Architecture Planning
<b>Team From; Info Sources</b>	Most steps only ITM; Limited to bus execs & mgrs	Business and ITM every step; All levels, mgmt and workers
<b>Order of Phases</b>	Systems identified first, Then data to be processed	Data defined before applications and technology
<b>View of Business</b>	Processes and procedures; Automating data flows	Managing business data/objects; Manage change (rules & events)
<b>Organization Benefactors</b>	Each system benefits primarily one organizational unit	Applications and data span organizational boundaries

Slide - 22  
Enterprise Architecture Conference

© 1998 Steven H. Spewak

Making IT all fit together



**Enterprise Architecture:**  
Essential Elements for Success

**Fundamental differences of EAP from Conventional**  
White paper available, and will be in "Blue Book" 2nd edition

	Conventional Systems Planning	Enterprise Architecture Planning
<b>Systems Arch.</b>	Few huge self-contained systems (Stovepipes)	Many unique interdependent applications (Jigsaw Puzzle)
<b>Sequencing Criteria</b>	Politics, budget, & demand	Data dependency (primary), quantitative and mandatory
<b>Cost Justification</b>	Each system separately; charged back to business unit (ownership)	Plan in its entirety; Funded like a utility (sharing & reuse)
<b>System Structure</b>	Interfacing (Replicate files)	Integration (Share same data)

Slide - 23  
Enterprise Architecture Conference

© 1998 Steven H. Spewak

Making IT all fit together

**Enterprise Architecture:**  
Essential Elements for Success

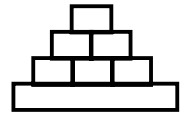
**Fundamental differences of EAP from Conventional**

	Conventional Systems Planning	Enterprise Architecture Planning
<b>Guiding Principles</b>	Usually unstated, poor quality, short lived or not used	Explicit, ratified, good quality, used, precedence history
<b>Decision Criteria</b>	Productivity (cheaper, faster)	Quality (better)
<b>Form of Governance</b>	Dictatorship, elite committee, or fragmented independent groups	Multi-level democracy with qualified representatives
<b>Outlook</b>	Short-term operational/ financial fulfillment/survival	Strategic, ultimately achieves business goals & objectives

Slide - 24  
Enterprise Architecture Conference

© 1998 Steven H. Spewak

Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

**Essential Element #6 -- "Enterprise" = "Business"**

The first step of the first phase of EAP will define "Enterprise"

In a *good* definition, "ENTERPRISE" . . .

- ☺ is synonymous with the word "business"
- ☺ only identifies the product/service (what), not the purpose (why) or strategy (how)
- ☺ includes all parts of the business that need to share substantial quantities of operational data (complete value chain and support functions)
- ☺ has well defined "functional borders" than can span internal and external organizations
- ☺ is not expected to change for the foreseeable future (vision)

A poor definition of "ENTERPRISE" . . .

- ☹ Names or identifies a specific organization (Company, department, division, agency, corporate, home office, etc.)
- ☹ limited by TODAY'S product lines, customers, locations, practices, strategies, budgets
- ☹ results in "scope creep" and unstable architectures ("wars"), short-lived

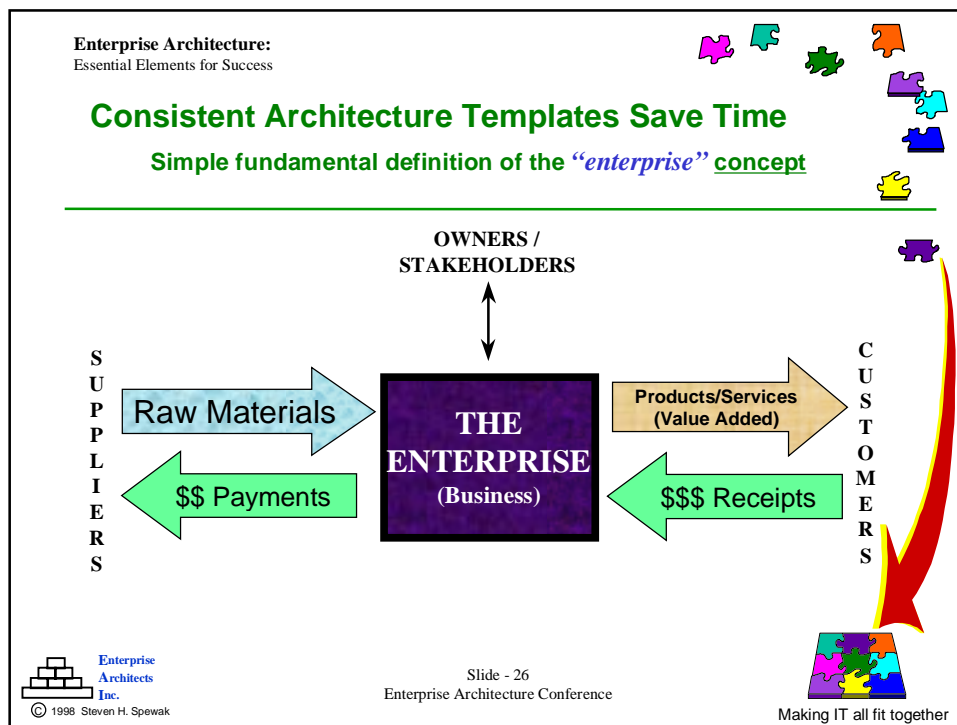
An acceptable compromise for EAP:

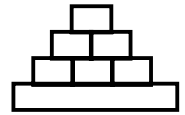
- ☛ The enterprise definition is for the complete *business*, (strategic assessment conducted)
- ☛ Principles and Technology Architecture are also for the complete enterprise, AND
- ☛ The EAP phases for the IRC, Data Arch, Applications Arch, and Migration Plan would be limited to specific *functional portions* of the business

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 25  
Enterprise Architecture Conference

Making IT all fit together





Enterprise Architecture:  
Essential Elements for Success

## Templates for Governmental "Businesses"

Inverse "Mirror" of Commercial

Definition "Structures" are similar,  
thus the architectures are similar too!

Slide - 27  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

## Essential Element #7 -- Quality Deliverables

Principles, Business Model, and Architectures

### Goodness Criteria for EAP Deliverables:

- COMPREHENDIBLE
- COMPLETE and CONSISTENT
- ROBUST (Objective, Logical, Credible)
- STABLE - Clearly distinguishes . . .

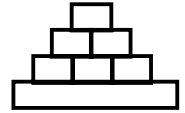
- What (Definitions, Fundamental Concepts)
- Who (People, Roles and Responsibilities, Org Structure)
- how (Procedure, Sequence, Flow)
- When (Timing)
- Where (Business Sites)
- Which Resources Used (Equipment/Facilities)
- Why (Vision, Objectives, CSFs, Principles)

What's NOT on this list?

Slide - 28  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

## Governing Principles for Information Management

Signed and Ratified

**Architectural Direction Principles**

- Maximum Enterprise Benefit over Time
- Business Continuity
- Balanced Authority & Representation
- Data Integrity & Accountability (Asset)
- Consistency in Local Community (Freedom to Information)
- Common Languages and Protocols
- Distribution of Processing (Work)
- Conformance with Industry, Economy, and Governments (Citizenship)
- Business Unit Self Direction (Pursuit of Excellence)

**Architectural Operational Principles**

- Quality Service (Measurements, Improvement)
- Change Management
- Security and Protection
- Compliance and Enforcement of Policies, Standards, and Procedures

**Architectural Development Principles**

- Enterprise Architecture Framework (Zachman) (Row & Column Distinction)
- Standard Components (Mass Production and Reuse)
- Consistent External & Internal Interaction
- Separation of Transactional and Analytical Activity, Operation and Knowledge
- Ease of Operation

PRINCIPLES OF INFORMATION AND TECHNOLOGY MANAGEMENT

EAP TEAM  
Reference Group  
Top Executive Group

Slide - 29  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

## Essential Element #8 -- Qualified Participants

Knowledge, Experience, Intelligence, Personality

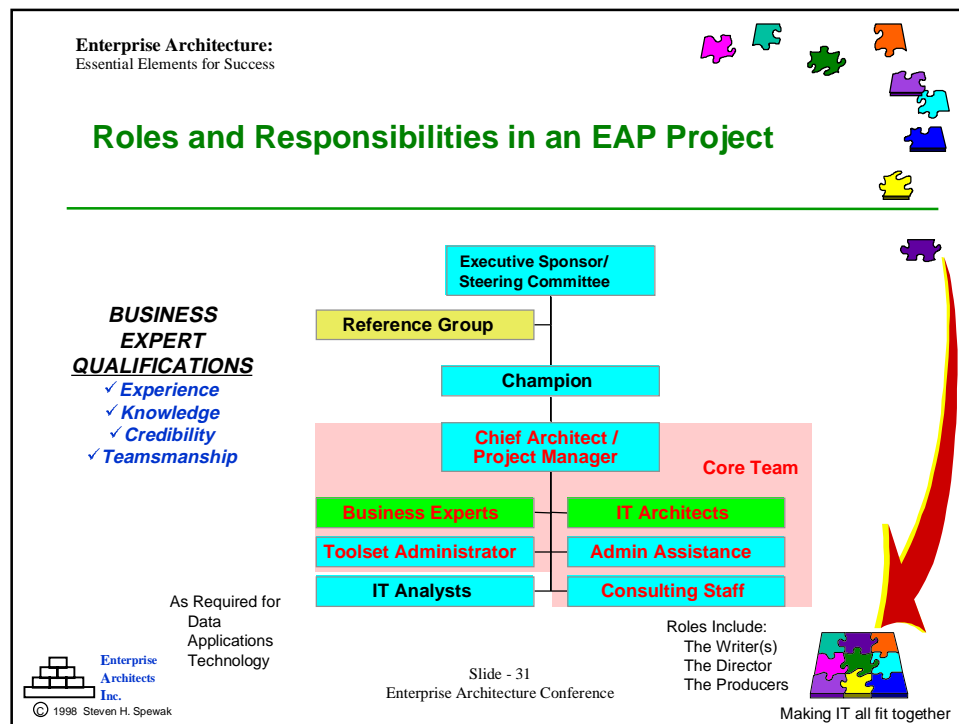
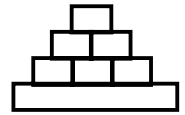
- No formal qualifications for EA (merely a new title on a business card)**
  - Physician
  - Electrician
  - Pilot/Controller
  - Attorney
  - Investment Advisor
  - Therapist/Counselor
  - Engineer
  - Plumber
  - President
- Innovative creative thinking is like riding a bicycle uphill -- strenuous, expect to fall off repeatedly, practice until you "get it"**
  - Not used to separating the Zachman dimensions when thinking
  - When defining "the enterprise", avoid pronouns (two dozen discussion rules)
- Ability to distinguish words (form) from the meaning (substance)**
- Utilize individual's strengths -- Match EAP steps to the personality types on the team (Myers-Briggs, Enneagram, etc.) and cultural balance**
- Team roles & responsibilities should be explicit, understood, and accepted**
- Conduct workshops; Establish principles and rules for managing the project and the team**

Slide - 30  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together





Enterprise Architecture:  
Essential Elements for Success

## Essential Element #9 -- Accept Business Changes

Are ready to get what you want and handle success?

HERMAN

11/23

What's the get well card for?

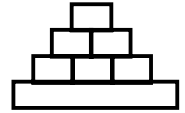
Just what I've always  
wanted -- I won the Lottery!

But in the end  
I lost everything!


© 1998 Steven H. Spewak

Enterprise Architecture Conference

Making IT all fit together



**Enterprise Architecture:**  
Essential Elements for Success




## When Information Management is Based Upon

*Good Quality* Enterprise Architectures, success means . . .


---

- Creative solutions have extraordinary returns on investment (value), turning initial skeptics into the strongest proponents
- IT organization is not in the business of “*satisfying user requirements*”
- Cost is *not a separate consideration* when making decisions
- The biggest-bang-for-the-buck “applications” are closer to the *end* of the migration plan than the beginning
- Architected applications do not resemble current systems
- When presenting a multi-year multi-million/billion dollar plan to the ultimate decision maker(s), its acceptance/approval is rarely in doubt
- The meaning of the word “Enterprise” *doesn't change* much over time
- Budgeting and accounting *policies & procedures*, managerial *responsibilities and authorities, venues, and funding* will *frequently change over time*
- Business process improvement/re-engineering *coexists* with Enterprise Architecture Planning, may be conducted at the same time, even by the same team of people (change management)




Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 33  
Enterprise Architecture Conference



Making IT all fit together





















**Enterprise Architecture:**  
Essential Elements for Success




## Essential Element #9 -- Accept Business Changes

Readiness Assessment of Organizational Characteristics (+/-)


---

<ul style="list-style-type: none"> <li> Mission</li> <li> Vision</li> <li> Long-range Strategic Planning</li> <li> Anticipation of Business Changes</li> <li> Prior Experience with Initiatives</li> <li> Sponsorship</li> <li> Leadership</li> <li> Business Involvement with IT</li> <li> Financial Security</li> <li> Motivation</li> <li> Adherence to Standards and Procedures</li> </ul>	<ul style="list-style-type: none"> <li> Measurements of Performance</li> <li> Competitor Benchmarking</li> <li> Customer Focus</li> <li> Risks and Rewards (Compensation / Incentives)</li> <li> Communication Channels/Tools</li> <li> Organizational Hierarchy</li> <li> Morale</li> <li> Innovation</li> <li> Decision Making</li> </ul>
---	--

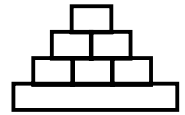


Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 34  
Enterprise Architecture Conference



Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

**Essential Element #9 -- Accept Business Changes**  
A personal "real-life" example

---

**Personal Value: Health**

Dream (Vision): Physical Fitness;  
Long life; The "picture of health",  
"fit as a fiddle", "in the pink"

What should you do first?

OR

Slide - 35  
Enterprise Architecture Conference

Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

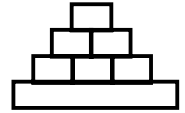
**The Route to Good Health Is Not a Surprise!**  
"You must choose to change your life-style - PERMANENTLY"

---

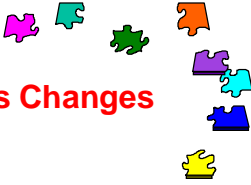
STOP SMOKING IMMEDIATELY  
LOSE MANY POUNDS  
CUT OUT FAT & CHOLESTEROL  
EXERCISE REGULARLY  
REDUCE STRESS  
BUILD UP SLOWLY

Slide - 36  
Enterprise Architecture Conference

Making IT all fit together




Enterprise Architecture:  
Essential Elements for Success



## Essential Element #9 -- Accept Business Changes


Challenge is not recognized if you hear . . .

- ✗ "EAP is so simple and easy. We don't need external assistance. We have the tools, we have the book, and we know what the deliverables should be."
- ✗ "We'll create the architectures with a part-time team, whenever team members can break away from their real work"
- ✗ "Many consulting companies offer enterprise architecture services"
- ✗ "The consultants will produce *THE* architectures and plans, and then tell us what we should be doing"
- ✗ "IT will naturally improve even without enterprise architectures"
- ✗ "Everyone wants Enterprise Architectures, and will eventually accept them"
- ✗ "Architecture is a technical subject, so only IT people need to be involved"
- ✗ "Give me the architectures in three months"
- ✗ "Show me architectures, and then I'll tell you what I think of them"
- ✗ "We don't know what the business will be in five years"
- ✗ "We need to improve our business processes first, then do architecture"




Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 37  
Enterprise Architecture Conference



Making IT all fit together


Enterprise Architecture:  
Essential Elements for Success



## Essential Element #10 -- Obtain/Maintain Commitment

Themes for presenting the case for enterprise architectures

- "Beat the competition" (Surpass Competition, Market Dominance)
- "We recently learned about architecture and are positioned to take advantage"
- "Align the Business and its Systems" (Consistency of Vision, Goals, Strategy)
- "Use our successful business practices"
- "Leverage our resources, eliminate wasteful redundancy" (Efficiency)
- "The future belongs to those who prepare for it" (Adaptable)
- "Our condition is critical and must have intensive care" (Survival)
- "Keep up with the competition" (Sufficiency)
- "Acquisitions and Mergers" (Enable/Prevent, Friendly/Hostile)
- "Must stop shooting-from-the-hip" (Informed Objective Decisions)
- "Current problems stem from the former management" (Better method)
- "Bring order to the chaos" (Consolidation, Coordination)
- "There's no other sensible way to get substantial cost reductions AND product/service improvement"
- "Common sense is also good business sense" (Proper and sensible)

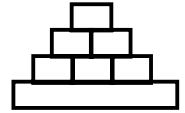


Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Slide - 38  
Enterprise Architecture Conference



Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

**Essential Element #10 -- Obtain/Maintain Commitment**

Potential obstacles can thwart success or retard progress

- ⌘ Awareness/Recognition/Acceptance by Top Management
- ⌘ Commitment of Resources to EAP (People, Funding, Time)
- ⌘ Unfavorable Corporate Culture
- ⌘ Political Challenges to Migration Planning Decisions
- ⌘ Inexperience and Lack of Training
- ⌘ Slipping back into conventional thinking (procedural, organizational)
- ⌘ Subjective data and decisions; No a priori quality or acceptance criteria
- ⌘ Lack of Credibility; Lack of Authority;
- ⌘ Unwilling to ratify a good set of principles
- ⌘ Resource Shortages; Backlog; Too Busy with Other Priorities
- ⌘ Finding the "Best" Methodology
- ⌘ Satisfaction with Current Situation
- ⌘ Inadequate or Expensive Tools
- ⌘ Cost Justification; Measuring Benefits
- ⌘ Feared Loss of Data Ownership/Control
- ⌘ Inaccessible or Uncooperative Users
- ⌘ Personnel Performance Evaluation Procedures

Slide - 39  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

**Essential Element #10 -- Obtain/Maintain Commitment**

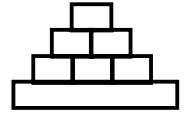
Deliverables and presentations to build broad political support

- ➔ Business members of EAP team deliver the presentations
- ➔ Use Props, graphics, business analogies, alignment
- ➔ Track individual contribution, share the risk, reward excellence
- ➔ Validate planning assumptions, deliverable content and format, quality measures, and acceptance criteria -- **A PRIORI**
- ➔ Project administrator schedules and arranges the meetings
- ➔ Exec sponsor should initiate reference group meetings
- ➔ Assume that communication (presentations, documents) will consume 20% - 30% of the time and effort
- ➔ EAP is **NOT** conducted to fix something that's broken (stop the bleeding, defuse the bomb)

Slide - 40  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together



Enterprise Architecture:  
Essential Elements for Success

## Ten Essential Elements for Success

### Summary

- 1 Comprehensible Communication
- 2 Quality Planning and Decisions
- 3 Innovative Creative Ideas
- 4 Measurable Alignment
- 5 Fundamentally Different Approach
- 6 Good Definition of Enterprise
- 7 Excellent Quality Deliverables
- 8 Qualified Participants
- 9 Acceptance of Business Changes
- 10 Resolve and Commitment (Resources, Funding, Time)

Slide - 41  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together

Enterprise Architecture:  
Essential Elements for Success

## Everything I have said may seem like common sense

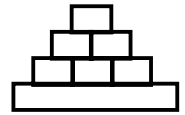
### Nevertheless, . . .

***"The Vast Majority of Organizations Attempting to Formulate Enterprise Architectures and Implement them are NOT Successful."***

Slide - 42  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together



**Enterprise Architecture:**  
Essential Elements for Success

**Who Has Been Successful?**  
Organizations that have created enterprise architectures

<http://www.er.doe.gov/production/er-60>

Slide - 43  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together

**Enterprise Architecture:**  
Essential Elements for Success

**Thank you and enjoy the conference.**  
We hope these essential elements will guide your EA initiatives.

Enterprise Architects, Inc.  
418 Wall Street, Princeton NJ 08540  
Phone: (609) 921-7111  
Fax: (609) 921-7142  
E-Mail: [EAP@EAP.com](mailto:EAP@EAP.com)  
[SSpewak@EAP.com](mailto:SSpewak@EAP.com)  
Website: <http://www.EAP.com>

Slide - 44  
Enterprise Architecture Conference

Enterprise Architects Inc.  
© 1998 Steven H. Spewak

Making IT all fit together